

Approved April 24, 2003

Kentucky Commission on the Deaf and Hard of Hearing Strategic Plan Fiscal Year: 2003 - 2004

July 1, 2003



“The artist is nothing without the gift, but the gift is nothing without work.”

Emile Zola



VISION¹

A dynamic, evolving organization, the Kentucky Commission on the Deaf and Hard of Hearing will be a recognized, impartial leader in providing innovative, proactive public services towards improving the quality of life for deaf and hard of hearing citizens of the Commonwealth.¹

MISSION

Provide effective and efficient leadership, education, advocacy and programs to eliminate barriers and to meet the social, economic, educational, cultural and intellectual needs of deaf and hard of hearing Kentuckians.²

¹ The **Vision** describes the ultimate destination of the KCDHH on a road map.

² The **Mission** determines the direction necessary to arrive at the destination.

GUIDING PRINCIPLES³

Leadership

We are committed to providing strong, visionary leadership that encourages risk-taking; advocates for policies and programs for those that we serve; and fosters open supportive communication.

Innovation

We are committed to proactive, creative and strategic approaches in the continuous evaluation and improvement of our services.

Equity

We are committed to ensuring that all deaf and hard of hearing Kentuckians receive equitable, or fair, opportunities to live, work and play just as all other citizens of the Commonwealth.

Public service as a public trust

As public servants, we are committed to being open, ethical, responsive, accountable and dedicated to the public we serve and to fostering an honest environment free of bias with respect for all individuals. We are committed to delivering all services fairly and ethically, and will place the needs of deaf and hard of hearing Kentuckians at the center of our activities.

This Strategic Plan is divided into *current activities and new initiatives*. Both are equally crucial to the success of the work of the Commission.⁴ Each component of the Strategic Plan is interdependent and interwoven with the others to define the work of the KCDHH.

³ The **Guiding Principles** determine which **roads** the KCDHH shall take.

⁴ The **Objectives** are the **steps or milestones** along the way.

⁵ The **Performances** are the **measurements** to determine if you have met the objectives.

GOAL 1:

Improve, strengthen, and develop services, including human and communication services.

?? KRS 163.510 (4) Mandate: The Commission shall oversee the provision of interpreter services to the deaf and hard of hearing, and may provide services if necessary. The authority to establish a stipend program to encourage interpreters to upgrade skills and certification and to bring both the RID and NAD national certification tests to Kentucky was granted in the 1996 Budget Bill. The authority for the establishment of a centralized interpreter referral service was granted through a budget bill in 1998.

?? KRS 163.525 Mandate: The commission shall oversee the implementation and operation of a TDD distribution program.

Objectives and Performances:

- 1.1. Publish the Interpreter Directory to be available upon request.
 - 1.1.a. Print one updates of the interpreter directory within the fiscal year.
 - 1.1.b. Upon receipt of necessary changes, update the web-version of the interpreter directory. Ensure a print-friendly version is available via the web.
 - 1.1.c. Utilize the Kentucky Board of Interpreters for the Deaf and Hard of Hearing website to ensure that interpreters listed in the interpreter directory are licensed by August 1st.
- 1.2. Provide national certification opportunities (RID) within the Commonwealth of Kentucky.
 - 1.2.a. Provide two RID written tests this fiscal year in December and June.
 - 1.2.b. Provide at least four RID performance tests within this fiscal year.
- 1.3. Provide interpreter and captioner referral services to state agencies.
 - 1.3.a. Increase the number of interpreter/captioner referral hours proportionally to the increase in the number of state agencies being served.

- 1.4. Conduct creative marketing and training opportunities to increase awareness and utilization of the services of the TDD Distribution Program.
 - 1.4.a. Conduct 100 outreach opportunities (communication or activity that served to provide information such as email, presentations, conferences, newsletter articles, videoconferencing, etc.) for the TDD Distribution Program within this fiscal year.
- 1.5. Conduct creative outreach opportunities for agencies, deaf and hard of hearing consumers, and interpreters to increase awareness and utilization of the Access Center.
 - 1.5.a. Conduct 100 outreach opportunities (communication or activity that served to provide information such as email, presentations, conferences, newsletter articles, videoconferencing, etc.) for the Access Center within this fiscal year.
- 1.6. Work with the Kentucky Deaf Access Consortium to fulfill the provisions of the Technology Opportunities Program (TOP) federal grant from the US Department of Commerce.
 - 1.6.a. Identify 28 stations for videoconferencing throughout the Commonwealth and improve the infrastructure of the stations to support remote interpreting and captioning usage.
 - 1.6.b. Install equipment necessary to make the videoconferencing stations under the KCDHH domain functional.
 - 1.6.c. Provide technical assistance to the Consortium regarding the installation, usage and maintenance of videoconferencing equipment utilized under the federal grant.
 - 1.6.d. Work with the Team Partners and KDAC staffs to ensure that end users of videoconferencing are aware of the availability of each station and promote the usage of the stations under the KCDHH domain.
 - 1.6.e. Monitor the usage of each of the KCDHH stations, make recommendations for improvements and report activity to the Consortium.
 - 1.6.f. Complete all reporting and documentation requirements according to the TOP requirements in a timely manner.
 - 1.6.g. Include a section on how to schedule a videoconferencing room in the user's manual and technician's manual.

- 1.7. Disseminate a manual or brochure regarding expectations for interpreters utilized by the Access Center.
 - 1.7.a. Disseminate manuals via email to those interpreters who have email access.
 - 1.7.b. Develop and promote utilization of a shortcut icon to the Access Center by all state agencies.
- 1.8. Disseminate the TDD Distribution Program users' manual.
 - 1.8.a. Disseminate it to every person who receives equipment from the program.
- 1.9. Increase KCDHH involvement in the community by staff participation in deaf or civic-related community organizations and events.
 - 1.9.a. Each staff person will participate in at least one deaf or civic related community organization or event as a representative of KCDHH within this fiscal year.
- 1.10 Work with Department of Education and other interested entities to provide assistance to educational interpreters in rural areas who have only met temporary licensure requirements.

GOAL 2:

Serve as a clearinghouse of current information for state and national resources to provide appropriate information and referral services.

Objectives and Performances:

2.1. Provide current information.

- 2.1.a. Publish four issues of the Communicator.
- 2.1.b. Update information materials at least once a year and make them available to the deaf and hard of hearing population as well as the general public. Convert all printed information packet material into an electronic format to be available by email or web access.
- 2.1.c. Seek funding and partnerships to update demographic information on deaf and hard of hearing Kentuckians.

2.2. Make appropriate referrals.

- 2.2.a. Update upon receipt and maintain current contact information in the database for referrals.
- 2.2.b. Update the web version of the directory of services upon receipt of new information.

2.3. Provide training opportunities on deaf and hard of hearing issues, including interpreting workshops for the general public.

- 2.3.a. Sponsor or co-sponsor one workshop, seminar or in-service training on deaf and hard of hearing issues this fiscal year.

2.4. Incorporate the use of information technology to ensure fast and effective delivery of information and referral services to the public.

- 2.4.a. Maintain a centralized database system, which integrates all programs within the agency.
- 2.4.b. Provide 50% of all information and referral requests in an electronic format.
- 2.4.c. Maintain a print-friendly version of the directory of services available on the web.
- 2.4.d. Incorporate video streaming into website.
- 2.4.e. Do an address correction for the newsletter once within this fiscal year.

2.5. Maintain a Deaf Resource Library.

- 2.5.a. Provide two Internet ready workstations to the general public, especially deaf and hard of hearing citizens and parents of deaf and hard of hearing children, in the KCDHH library.
 - 2.5.b. Maintain an automated loan/tracking system for all resource materials on deafness within the KCDHH library to be used by the general public and government personnel.
 - 2.5.c. Link KCDHH Deaf Resource Library with other deaf-related libraries in the state through a library server.
 - 2.5.d. Develop and maintain a catalog of new materials within the KCDHH library and post on the website.
- 2.6. Provide public forums and announcements to foster discussion by the public on deaf and hard of hearing-related issues.
- 2.6.a. Provide at least one town hall meeting or issues forums within the fiscal year.
 - 2.6.b. Add an electronic bulletin board to the web page to better make the public aware of upcoming events.
- 2.7. Continue creative public information campaign to publicize the programs and special projects sponsored by the KCDHH, which benefit deaf and hard of hearing individuals.
- 2.7.a. Publicize programs and special projects sponsored by the KCDHH that benefit deaf and hard of hearing individuals by conducting at least one outreach activity for this purpose. This can be via email, presentations, conferences, newsletter articles, videoconferencing, etc.
 - 2.7.b. Print 5000 agency brochures incorporating information for Access Center and TDD Distribution Program consumers.
 - 2.7.c. Make all KCDHH publications available on the web in print-friendly format.
- 2.8. Maintain a website that addresses the current issues and needs of Kentucky's deaf and hard of hearing community.
- 2.8.a. Evaluate and update web structure annually to ensure user-friendliness and accessibility.
 - 2.8.b. Evaluate and update the content of the web at least quarterly.
 - 2.8.c. Update announcements on the home page on Fridays.

GOAL 3:

Initiate and advise the development of public policy and systems change efforts in cooperation with the Governor; General Assembly; public and private entities; and, governmental agencies.

?? 163.510 (1) Mandate: The commission shall advise the Governor and General Assembly concerning policy and programs to enhance the quality and coordination of services for the deaf and hard of hearing.

?? 163.510 (2) Mandate: The commission shall cooperate with and assist local, state and federal governments and public and private agencies in the development of programs for the deaf and hard of hearing.

?? 163.510 (3) Mandate: The commission shall review legislative programs relating to services to deaf and hard of hearing persons and shall conduct studies of conditions affecting the health and welfare of the deaf and hard of hearing.

Objectives and Performances:

- 3.1. Monitor the progress made by the Kentucky Department of Education on Commonwealth Accountability Testing System (CATS) benchmarks of deaf and hard of hearing K-12 students and the American Institutes of Research recommendations.
 - 3.1.a. Obtain and review reports from Kentucky Department of Education on an annual basis.
 - 3.1.b. Attend the Kentucky Board of Education meetings when the agenda includes any issue pertaining to deaf and hard of hearing children's education.
- 3.2. Work with state agencies and private sector committees, boards, task forces, and organizations in an advisory capacity to represent the deaf and hard of hearing community on advisory boards and work groups and make appropriate recommendations.
 - 3.2.a. Commission on Children with Special Health Care Needs and the Governor's Office of Early Childhood Intervention.
 - 3.2.b. Department of Education on any issue regarding education for deaf and hard of hearing children.
 - 3.2.c. Department of Mental Health/Mental Retardation.

- 3.2.d. Board of Interpreters Policy Committee
 - 3.2.e. Kentucky Assistive Technology Services Network
 - 3.2.f. Department of Education Stakeholder Groups (17) (see attached)
 - 3.2.g. Telephone Relay Service
 - 3.2.h. BellSouth
 - 3.2.i. Kentucky Disabilities Coalition
 - 3.2.j. Kentucky Deaf Access Consortium
 - 3.2.k. Kentucky Early Years Advisory Board
 - 3.2.l. Office of Special Instructional Services Advisory Board
- 3.3. Continually monitor legislative issues that affect deaf and hard of hearing Kentuckians.
- 3.3.a. Monitor the Legislative Record during the Legislative Session on a weekly basis.
 - 3.3.b. Install the KY Legislative Research software program on two KCDHH desktops to track bills pertaining to deaf and hard of hearing issues more easily.
 - 3.3.c. Develop a system for immediate dissemination of legislative information to stakeholders.
- 3.4. Determine the feasibility of establishing time-limited Study Groups that will improve services to deaf and hard of hearing Kentuckians for specific topics as approved by the Commission.
- 3.4.a. Commissioners present proposal to Executive Board based on issues forum.
 - 3.4.b. Executive Board evaluates merit and makes recommendation to the Commission at the July meeting.
 - 3.4.c. Do a Study Group orientation for Commissioners every January.

GOAL 4:

Empower constituents by providing leadership training, advocacy, educational, and awareness programs and services.

- ?? KCDHH mandates cannot be effectively achieved without input from an empowered constituent group.**
- ?? Identify public and private agencies that provide services to the deaf and hard of hearing and cooperate in the coordination and development of these services.**

Objectives and Performances:

- 4.1. Provide community empowerment opportunities for deaf and hard of hearing individuals.
 - 4.1.a. Sponsor 6 leadership training opportunities within this fiscal year.
 - 4.1.b. Provide an artists' retreat in preparation for DeaFestival 2004 this fiscal year contingent upon funding.
 - 4.1.c. Provide one workshop to train citizens on how to effectively talk to their senators/representatives and how to track the progress of bills.
- 4.2. Provide advocacy for equal access for deaf and hard of hearing individuals.
 - 4.2.a. 60 Americans with Disabilities Act situations.
 - 4.2.b. 20 Individuals with Disabilities Education Act situations.
- 4.3. Provide advocacy information and presentations via email, conferences, newsletter articles, and videoconferencing.
 - 4.3.a. Provide five Deaf Awareness and the Americans with Disabilities Act group presentations.
 - 4.3.b. Promote Better Hearing and Speech month (May) and Deaf Awareness (September) through agency activities (mail outs, web page announcements, etc).

GOAL 5:

Improve support of people in our organization to create a work environment that fosters productivity and innovation.

?? KCDHH has a strong commitment to professional development to enable a highly qualified staff to effectively implement KCDHH's current activities and new initiatives.

Objectives and Performances:

5.1. Provide staff development.

- 5.1.a. Provide in-house training on needed topics to become proficient in the use of current and emerging computer technology at least twice a year.
- 5.1.b. Provide staff development within one month of new hire on needed topics such as various state employee benefits, training on the copy machine, telephone protocol, database, etc.

5.2. Provide training opportunities for staff with little or no sign language skills to learn/improve their knowledge of ASL, Deaf Culture, and membership in the deaf community.

- 5.2.a. Staff will follow communications requirement section of the Staff Policies and Procedures manual.

5.3. Ensure that staff members who provide outreach training and workshops to the public effectively share information with the public.

- 5.3.a. Require these staff to take "Presentation Skills" from Governmental Services Center.
- 5.3.b. Evaluate presentations that staff plan to provide prior to presentation.
- 5.3.c. Have staff who give presentations disseminate evaluation forms to participants for feedback.

5.4. Ensure that staff receives leadership, management, and skill-based training as appropriate to ensure the continuity of professional and personal growth, leadership, and management of the agency.

- 5.4.a. Supervisors will review staff members' needs for additional training on various topics during interim reviews and make training recommendations at that time.

- 5.4.b. Staff will take the recommended training by the next interim review if possible or at least by the end of the fiscal year, contingent upon funding.
- 5.5. Hold events to ensure the continued cohesiveness of the staff and Commissioners and to provide opportunities for individual/personal and professional growth.
 - 5.5.a. Host at least one staff appreciation event annually
 - 5.5.b. Host birthday lunches up to once/month for birthdays within that month.
 - 5.5.c. Provide a mechanism for interaction between new and seasoned Commissioners to share information and experiences just before the November Commission meeting.
 - 5.5.d. Once per month, staff will be provided two-hour training on various topics with continuing education units (CEUs) to assist those staff who need are required to earn CEUs as part of their professional development.
 - 5.5.e. Provide presentations during staff meetings on state benefits quarterly to educate staff on what is available to them.
- 5.6. Maintain teams to implement the KCDHH Strategic Plan including a work grid that reflects team membership and the status of their goals and objectives.
 - 5.6.a. Staff will enter necessary reporting information into the database in a timely fashion and will submit written reports at the last staff meeting of the month to track progress.
 - 5.6.b. Supervisors will monitor entries on a bi-monthly basis to ensure accuracy.
 - 5.6.c. At the beginning of each quarter, focus the staff meeting on the strategic plan to ensure that staff is given an opportunity to discuss issues, obstacles, and remedies in accomplishing the provisions of the plan.
- 5.7. Maintain and enhance the phone service software to integrate with the database for those individuals who answer the phones.